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Programme questions: proposed strategic framework for the period 2010-2011

Letter dated 20 June 2008 from the Chairman of the Working Party on the Medium-term Plan and the Programme Budget addressed to the Chairperson of the Committee for Programme and Coordination

I have the honour to write to you on behalf of the Working Party on the Medium-term Plan and the Programme Budget of the Trade and Development Board. The Working Party, on behalf of the Board, has reviewed the United Nations Conference on Trade and Development section of the proposed strategic framework for the period 2010-2011 in the light of the outcomes reached at the twelfth session of UNCTAD, held in Accra from 20 to 25 April 2008. It is my pleasure to transmit the outcome of this review as an input for your consideration of the proposed strategic framework of the Organization for the same period (see annexes).

The Working Party made substantial revisions to the relevant section of the document that is before you (A/63/6 (Prog. 10)), which was prepared before the conclusion of the Conference. I would like to inform you that member States reached consensus on the revisions, which are contained in document TD/B/WP/L.130. At the same time, I would also like to draw your attention to the wish of my membership that this revision to the proposed strategic framework for the period 2010-2011 also be considered as a proposed revision to the strategic framework for the period 2008-2009, so as to allow the Organization to start implementing the Conference outcomes at the earliest.

The Working Party submits the outcome of its review for your consideration in the hope that the important decisions made at the Conference by ministers are reflected appropriately in this important document and trusts that the members of your Committee will share this view.

(*Signed*) Dmitry **Godunov**
Chairman of the Working Party on the Medium-term Plan
and the Programme Budget

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Annex I

Review of the United Nations Conference on Trade and Development section of the proposed strategic framework for the period 2010-2011[a]

Agreed conclusions[b]

The Working Party on the Medium-term Plan and the Programme Budget,

Having considered the draft United Nations Conference on Trade and Development section of the proposed United Nations strategic framework for the period 2010-2011,

1. *Emphasizes* that the Accra Accord is the basis for the work of the United Nations Conference on Trade and Development for the next four years;

2. *Recommends* that the General Assembly and its competent bodies consider the revision to the United Nations Conference on Trade and Development section of the proposed United Nations strategic framework for the period 2010-2011 as contained in document TD/B/WP/L.130;

3. *Also recommends* that the proposed strategic framework for the period 2010-2011 be considered as a revision to the strategic framework for the current biennium (2008-2009) in order that the outcomes of the twelfth session of the United Nations Conference on Trade and Development, held in Accra in April 2008, can be implemented with minimum delay;

4. *Expresses the need* for the accurate and effective implementation of the Accra Accord, and notes that a discussion of the four-year workplan for 2008-2011, developed on the basis of the outcomes of the twelfth session of the United Nations Conference on Trade and Development, will be undertaken at the fifty-first session of the Working Party on the Medium-term Plan and the Programme Budget, in September 2008;

5. *Recalls* paragraph 183 of the Accra Accord and the need to establish a mechanism for the United Nations Conference on Trade and Development to contribute more effectively to developing countries' efforts to formulate strategies and policies to respond to the challenges and opportunities of commodity markets;

6. *Notes* that the clearly defined resources referred to in the strategic framework under paragraph 10.5 are the existing resources of the Commodities Branch of the Division on International Trade in Goods and Services, and Commodities, which will henceforth be located in a sub-account under subprogramme 3;

7. *Welcomes* the guidance on commodities of the Secretary-General of the United Nations Conference on Trade and Development, and expresses confidence in his ability to ensure that this issue gets due attention and that the new arrangement is successful, and invites him to report on this, as appropriate;

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[a] Originally issued as TD/B/WP/L.131.

[b] Adopted by the Working Party on the Medium-term Plan and the Programme Budget at its closing plenary meeting, on 20 June 2008.

8. *Notes* the interest of some delegations in locating the sub-account on commodities in another existing subprogramme, and, while respecting his prerogatives, invites the Secretary-General of the United Nations Conference on Trade and Development, on the basis of his experience with the new arrangement, to explore, if appropriate, the option of locating the sub-account on commodities in another existing subprogramme;

9. *Expresses* appreciation for the collaborative efforts invested in developing meaningful performance indicators in the strategic framework that are precise, representative and measurable and that present tangible outcomes to beneficiaries, and calls upon the United Nations Conference on Trade and Development to continue to strengthen its results-oriented performance measurement and evaluation systems in order to enhance the effectiveness and relevance of the institution;

10. *Commends* the efforts of the secretariat of the United Nations Conference on Trade and Development to elaborate appropriate indicators to assist it and member States in monitoring the effectiveness and impact of their work, and encourages all divisions to continue their cooperative work with a view to developing a common, user-friendly reporting format for all subprogrammes;

11. *Requests* the secretariat of the United Nations Conference on Trade and Development to report to the Working Party at its next session on institutional changes to be realized for the effective implementation of the Accra outcomes, on the basis of the mandates contained in sub-theme 4 of the Accra Accord;

12. *Recommends* to the Trade and Development Board that the Working Party be renamed the Working Party on the Strategic Framework and the Programme Budget, in line with current General Assembly terminology.

Annex II

Proposed United Nations Conference on Trade and Development section of the strategic framework for the period 2010-2011[a]

Note prepared by the secretariat of the United Nations Conference on Trade and Development

Programme 10
Trade and development

Overall orientation

10.1 The main objective of the programme implemented by the United Nations Conference on Trade and Development (UNCTAD) and the International Trade Centre UNCTAD/WTO (ITC) is to assist developing countries, especially least developed countries, and countries with economies in transition to integrate beneficially into the global economy. In all aspects of its work, UNCTAD will help to implement the global development agenda and will assist developing countries in meeting their development goals, including poverty eradication, to improve the welfare of their citizens and to address the opportunities and challenges created by globalization. In particular, in line with the priorities of the Organization, UNCTAD will further enhance its efforts to support the development of Africa across all its sectoral areas of expertise.

10.2 To achieve the foregoing objectives, UNCTAD, within its mandate, will: (a) conduct research and analysis on both long-standing and emerging development issues; (b) build consensus around efforts to promote national and international policies and strategies conducive to development; and (c) support countries in implementing their development strategies, helping them to overcome the challenges and seize the opportunities of globalization. In the context of deepening interdependence among all countries, UNCTAD will continue with its unique orientation and commitment to development through these three pillars, while remaining responsive and accountable to all member States.

10.3 The programme is guided by the sessions of the Conference, the Trade and Development Board and its subsidiary bodies, and the Commission on Science and Technology for Development. For the period 2010-2011, the programme will further integrate the outcomes of the Accra Accord. UNCTAD is responsible for subprogrammes 1 to 5 within the programme, while subprogramme 6 is under the responsibility of ITC.

10.4 UNCTAD will pursue five subprogrammes to support its objective of helping developing countries integrate beneficially into the international trading system. The principal task of the first subprogramme emanating from the outcomes of the twelfth session of UNCTAD will be the examination of development strategies in a globalizing world economy and interrelated issues. Subprogrammes 2 and 4 will aim to contribute to building productive capacities and international competitiveness,

[a] Originally issued as TD/B/WP/L.130.

while subprogramme 3 and the trade logistics component of subprogramme 4 will aim to contribute to maximizing gains from globalization for development in international trade and trade negotiations in goods and services. The development strategies of Africa, the least developed countries and countries in special situations, including small island developing States, landlocked developing countries and other structurally weak, vulnerable and small economies, will be covered under subprogramme 5, while sectoral concerns of those countries will also be addressed by other subprogrammes in coordination and cooperation with subprogramme 5.

10.5 In order to strengthen the work of UNCTAD in science and technology — a sine qua non for development today — and to better draw on synergies with work on information and communications technologies, this area of work is consolidated under subprogramme 4, which will be under the responsibility of the renamed Division on Technology and Logistics. In accordance with paragraph 183 of the Accra Accord, the current Commodities Branch of the Division on International Trade in Goods and Services, and Commodities, will be transformed into an autonomous unit on commodities, with clearly defined resources. With the guidance and leadership of the Secretary-General of UNCTAD, this unit should contribute more effectively to the efforts of developing countries to formulate strategies and policies to respond to the challenges and opportunities of commodity markets.

10.6 UNCTAD will, moreover, give special emphasis to the potential for economic cooperation among developing countries. UNCTAD, within its mandate, will address migrants' contribution to development, in accordance with paragraph 95 of the Accra Accord; the potential contribution of migrants' remittances to development, in accordance with paragraph 170 of the Accord; energy-related issues, in accordance with paragraph 98 of the Accord; and climate change, in accordance with paragraph 100 of the Accord.

10.7 UNCTAD will strengthen its cross-divisional coordination, in particular with respect to training and capacity-building programmes.

10.8 UNCTAD will make contributions, within its mandates, to the implementation of the outcomes of relevant global conferences. Notably, it will contribute to the attainment of the internationally agreed development goals contained in the Millennium Declaration and in the 2005 World Summit Outcome, in particular those chapters of the World Summit Outcome related to the global partnership for development, financing for development, domestic resource mobilization, investment, debt, trade, commodities, systemic issues and global economic decision-making, economic cooperation among developing countries, sustainable development, science and technology for development, countries with special needs and meeting the special needs of Africa.

10.9 UNCTAD will also contribute to the implementation of specific actions requested in the Programme of Action for the Least Developed Countries for the Decade 2001-2010, the Monterrey Consensus of the International Conference on Financing for Development, the outcomes agreed at the World Summit on Sustainable Development, including the Johannesburg Plan of Implementation, the outcomes of the World Summit on the Information Society, including the Declaration of Principles and the Plan of Action, the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries and the outcomes of the midterm review of the Almaty Programme of Action in 2008 and the Mauritius Strategy for the sustainable development of small island developing States. In addition, it will contribute to

furthering the implementation of the internationally agreed goals set out in the Doha Ministerial Declaration and other relevant decisions.

10.10 As a lead agency of the United Nations System Chief Executives Board for Coordination for the inter-agency thematic cluster on trade and productive sectors, UNCTAD will enhance the role of trade and development and interrelated issues in United Nations development assistance plans, such as United Nations Development Assistance Frameworks, and national development strategies; undertake joint operations at the country level as appropriate; and enhance inter-agency cooperation in system-wide initiatives in those areas. Through the newly established global network of development think tanks, involving institutions at the country level and regional networks, UNCTAD will focus on enhancing its intellectual contribution and improving the quality of its work through more systematic use of peer reviews and an improved clearance process within the secretariat, while maintaining its intellectual integrity and independence.

10.11 ITC will complement the work of its parent bodies, UNCTAD and the World Trade Organization, by focusing its technical cooperation activities on supporting the efforts of developing countries and countries with economies in transition, particularly their business sectors, to maximize their trade and development opportunities and on assisting them in their integration into the world economy in a manner that enhances the development opportunities offered by the globalization process while helping to shape international economic relations in the twenty-first century. Capacity-building support will be provided through information dissemination, training and advisory services that address both supply-side and market development constraints. The principal clients of such technical assistance are public and private sector trade support institutions and their networks that extend specialized trade support services to export enterprises. Africa and the least developed countries remain a priority for the Centre's technical assistance.

Subprogramme 1
Globalization, interdependence and development

Objective of the Organization: To promote economic policies and strategies at the national, regional and international levels that are supportive of sustained growth, inclusive and sustainable development, employment creation and hunger and poverty eradication in developing countries, especially the least developed countries, based on increased gains from globalization, against a background of the increasing interdependence of international trade, investment and financial policies and arrangements and national development strategies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Contribute within its mandate to increased understanding of the global economic environment and of policy choices at the national and international levels, including with respect to South-South cooperation, as a complement to North-South trade and economic cooperation, as a result of policy advocacy (Accra Accord, paras. 36-39, 42 and 43)	(a) (i) Increased number of responses from member States to readership surveys (ii) Increased number of member States reporting a better understanding of policy choices at the national and international levels based on UNCTAD research

(b) Progress towards a durable solution to the debt problems of developing countries by fostering better understanding at all levels of the interplay between successful development finance strategies and effective debt management (Accra Accord, para. 40)	(b) (i) The number of institutions/ countries using the capacity-building services of the Debt Management and Financial Analysis System programme (ii) The number of international and national policy positions and initiatives in the area of debt and development finance incorporating contributions from UNCTAD and the number of countries assisted by UNCTAD through the Debt Management and Financial Analysis System having improved external debt positions as measured by a stable or decreasing ratio of external debt to gross national product, with the recognition that many factors have an impact on this indicator
(c) Improved empirical, reliable and timely statistics for decision-making at the national and international levels on economic policies and development strategies, including on South-South cooperation (Accra Accord, paras. 36 (e) and 43)	(c) (i) Number of increased statistical variables and derived indicators developed and maintained by the UNCTAD Central Statistical Service (ii) Number of institutions using UNCTAD statistical data on trade, financial and economic policies
(d) Improved policy and institutional capacities and enhanced international cooperation for the recovery and sustained development of the Palestinian economy (Accra Accord, para. 44)	(d) Number of Palestinian development initiatives and institutions benefiting from UNCTAD research findings, recommendations and technical cooperation activities

Strategy

10.12 The subprogramme is under the responsibility of the Division on Globalization and Development Strategies. In its work, the Division will focus on: (a) identifying specific needs and measures arising from the interdependence between trade, finance, investment, technology and macroeconomic policies from the point of view of their effect on development; (b) contributing to a better understanding of coherence between international economic rules, practices and processes on the one hand and national policies and development strategies on the other; (c) creating an enabling environment for the private sector and entrepreneurial investment; (d) promoting, at the national level, poverty eradication, income distribution and public revenue systems; and (e) supporting developing countries, especially the least developed countries, in their efforts to formulate development strategies adapted to the challenges of globalization, including economic cooperation among developing countries. In this context, UNCTAD will continue to support the development efforts of middle-income countries. The objective will be pursued through policy advocacy based on: (a) timely and forward-looking research and analysis of macroeconomic and development policies as well

as debt and finance, taking into account the outcomes of relevant major international conferences; (b) the formulation of practical policy recommendations for appropriate development strategies at the national, regional and international levels to meet the opportunities and challenges of globalization; (c) furthering consensus-building on macroeconomic and development policies that are suited to the specific conditions of developing countries; (d) training and capacity-building related to effective debt management; and (e) the operation of the global network of development think tanks. The dissemination of reports and documents issued under the subprogramme will be linked closely to: (a) the provision of advisory services, training and workshops at the national and international levels; (b) technical cooperation, in particular in the area of debt management; (c) statistical and information services as tools for policymakers and in support of the UNCTAD work programme; and (d) the provision of economic policy analysis and special assistance to the Palestinian people.

Subprogramme 2
Investment and enterprise

Objective of the Organization: To assure developmental gains from increased investment flows to all developing countries, in particular those in Africa and the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and from an enhanced enterprise sector and increased international competitiveness in those economies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding of various key public and private investment issues and of the impact of foreign direct investment (FDI) on development, as well as of related policies that could promote development gains from FDI (Accra Accord, paras. 147 and 169)	(a) (i) Increased number of policymakers and other stakeholders responding to evaluation surveys and reporting a better understanding of public and private investment issues (ii) Increased number of policymakers reporting that they have implemented policy recommendations and utilized methodology provided by UNCTAD in the area of international investment
(b) Increased ability to create an environment conducive to attracting and benefiting from investment for development (Accra Accord, paras. 148-150)	(b) (i) Number of countries that have benefited from UNCTAD assistance, including investment policy reviews, reporting increased FDI and increased benefits from it, with the recognition that many factors have an impact on this indicator (ii) Number and percentage of developing countries that have benefited from UNCTAD assistance recording improved performance based on benchmark indicators

(c) Increased understanding of key and emerging issues related to international investment agreements and their development dimension and enhanced capacity in negotiating and implementing investment treaties and managing investor-State disputes (Accra Accord, paras. 151 and 153)	(c) (i) Improved understanding of key and emerging issues related to international investment agreements and their development dimension and examination of the effects of those agreements, as reflected in various types of feedback from policymakers and negotiators (ii) Enhanced capacity of member States to participate in negotiating and implementing investment treaties and managing investor-State disputes, as reflected in various types of feedback from policymakers and negotiators
(d) Enhanced understanding and capacity to develop policies aimed at: (i) stimulating enterprise development and business facilitation; (ii) establishing a sound and internationally recognized accounting and reporting framework; (iii) establishing competitive and well-regulated insurance markets; and (iv) increased understanding of instruments and practices regarding corporate social responsibility (Accra Accord, paras. 152, 154-157 and 169)	(d) (i) Increased number of countries indicating that UNCTAD policy measures and tools are useful and effective in the design of policies aimed at strengthening the competitiveness of their firms (ii) Increased number of policymakers and practitioners using guidance and tools developed by UNCTAD in the areas of accounting, insurance, business facilitation and corporate reporting

Strategy

10.13 The subprogramme is under the responsibility of the Division on Investment and Enterprise. The subprogramme will assist all developing countries, in particular those in Africa and the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, in designing and implementing active policies at both the national and international levels aimed at boosting their productive capacities and international competitiveness. To that end, the subprogramme will follow a coherent approach consisting of: (a) strengthening its role as the major source of comprehensive information and analysis of international investment so as to enable policymakers to make better-informed decisions; (b) strengthening the capacity of developing countries, in particular the least developed countries, at their request, to formulate and implement integrated policies, develop an enabling environment and participate in discussions relating to international investment; (c) supporting efforts by developing countries to build productive capacities and internationally competitive firms; and (d) training and capacity-building programmes for local institutions.

Subprogramme 3
International trade

Objective of the Organization: To ensure the effective, qualitative and beneficial participation of all countries, in particular developing countries, with enhanced work on the special problems of Africa, the least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, in international trade and the trading system and to strengthen the contribution of the commodity economy to development in order to make trade a positive force for all

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of developing countries and countries with economies in transition to integrate beneficially into the global economy and the international trading system, including trade in services, and to design and implement trade policies and participate effectively and coherently in bilateral, regional (including South-South) and multilateral trade negotiations, placing greater emphasis on practical solutions (Accra Accord, paras. 89, 90, 94, 95, 97 and 105-107)	(a) (i) Number of countries increasing their participation in trade negotiations through the submission of trade negotiating proposals in bilateral, regional and multilateral trade negotiations, including South-South trade negotiations and World Trade Organization accession processes, and the number of countries with which UNCTAD has worked that have built relevant institutional and human resources capacities (ii) Number and percentage of developing countries that have benefited from UNCTAD assistance recording improved performance based on benchmark indicators
(b) Further improve and disseminate analytical tools, such as the Trade and Development Index, and databases and software, such as the Trade Analysis and Information System (TRAINS) or the World Integrated Trade Solution (WITS), contributing to trade and trade-related decision-making (Accra Accord, paras. 96 and 97)	(b) (i) Number of active users of TRAINS, through either the Internet or WITS, and of the Agriculture Trade Policy Simulation Model, including information on non-tariff measures, as well as on dynamic and new sectors of world trade (ii) Number of countries whose performance is measured by the Trade and Development Index and its analytical/diagnostic framework
(c) Improved capacity of commodity-dependent developing countries to harness development gains from the current boom in commodity prices and enhanced international cooperation within the mandate of UNCTAD to address trade and development problems associated with the commodity economy, including the food crisis and poverty reduction (Accra Accord, paras. 91-93, 98 and 183)	(c) (i) Number of commodity-dependent countries adopting specific policy measures at all levels, and all participants in the commodity sector promoting and improving transparency and accountability and harnessing development gains from the current boom in commodity prices, with the recognition that many factors have an impact on this indicator

	(ii) Number of commodity-dependent countries which UNCTAD has assisted in their efforts to integrate commodity strategies into their national development plans; number of studies, technical cooperation activities and consensus-building meetings undertaken by UNCTAD to promote international cooperation in addressing trade and development opportunities and challenges associated with the commodity economy
(d) Capacities of developing countries and countries with economies in transition created to prepare and implement national and regional (including South-South) competition laws and frameworks that reflect prevailing conditions for achieving domestic and international competitiveness, and enhanced international cooperation for better implementation of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices, in particular section F (Accra Accord, paras. 103 and 104)	(d) (i) Number of countries establishing or revising, and implementing national and/or regional (including South-South) competition laws and institutional frameworks (ii) Number of voluntary consultations as envisaged in section F of the Set of Multilaterally Agreed Equitable Principles and Rules for the Control of Restrictive Business Practices
(e) Strengthened capacity of developing countries to formulate and implement mutually supportive trade, environment and sustainable development objectives and to integrate sustainable development objectives in development strategies at all levels (Accra Accord, paras. 99-102 and 105)	(e) (i) Number of countries that are developing and implementing policies, plans, programmes and normative initiatives and setting up inter-agency mechanisms with a view to taking advantage of trade and investment opportunities while promoting their sustainable development objectives as a result of UNCTAD policy analysis and advice (ii) Increased participation of developing countries in the biotrade and biofuels initiatives

Strategy

10.14 This subprogramme is under the responsibility of the Division on International Trade in Goods and Services, and Commodities. The subprogramme promotes inclusive development from trade through work on international trade in goods, services and commodities and the international trading system, and on the linkages between trade and internationally agreed development goals and objectives, including the Millennium Development Goals, on poverty reduction and gender equity. The subprogramme will continue and improve close cooperation with other international organizations and foster coordination of system-wide United Nations activities in the areas of international trade in goods and services and commodities.

The Secretary-General of UNCTAD will provide substantive policy guidance and strategic oversight on the work on commodities. The subprogramme assists developing countries — in particular those in Africa and the least developed countries — and countries with economies in transition, through all three pillars of the work of UNCTAD. The work of UNCTAD under this subprogramme will include: (a) monitoring and assessing the evolution of the international trading system and trends in international trade from a development perspective, with greater emphasis placed on practical solutions; (b) enhancing developing countries' capacities to establish negotiating priorities, negotiate and implement bilateral, regional and multilateral trade agreements and ensure coherence between them; (c) examining ways of improving the utilization of trade preferences and making them more predictable; (d) assisting structurally weak, vulnerable and small economies in their efforts to integrate into the multilateral trading system; (e) assisting developing countries in their efforts to increase participation in global services production and trade; (f) providing strengthened technical support and cooperation to developing countries and countries with economies in transition in the process of accession to the World Trade Organization and its follow-up; (g) undertaking research and analysis on trade and development aspects of intellectual property in accordance with paragraph 105 of the Accra Accord; (h) facilitating economic cooperation among developing countries and South-South trade, including through the Global System of Trade Preferences among Developing Countries; (i) strengthening analytical capacity for policymaking and trade negotiations and integrating trade and development concerns into national development plans and poverty reduction strategies, in particular for the least developed countries; (j) addressing the trade and development impact of non-tariff barriers; (k) promoting the use of competition law and policy as tools for achieving domestic and international competitiveness and for dealing with anti-competitive practices; (l) addressing issues at the interface between trade and environment; (m) tackling the trade and development problems associated with the commodity economy by giving due attention to all commodity sectors, including through greater intergovernmental cooperation, and enhancing its contribution to the development process and poverty reduction; (n) developing and implementing trade and trade-related technical cooperation and capacity-building activities, including projects under the Aid for Trade initiative; and (o) strengthening its contribution, within its mandate, to the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries and the Joint Integrated Technical Assistance Programme.

Subprogramme 4
Technology and logistics

Objective of the Organization: To enhance the economic development and competitiveness of developing countries, in particular the least developed countries, landlocked developing countries and countries with economies in transition, through efficient trade logistics services, transit transport systems, strengthened capacity to develop, increased access to and sustainable utilization of technology and knowledge, including information and communications technology, and training and capacity-building programmes for local institutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved efficiency of trade logistics of developing countries through, inter alia, strengthening of management of transport operations, coherent transit systems and trade facilitation, development and implementation of appropriate institutional and legal frameworks, and active participation of developing countries in transport and trade facilitation negotiations (Accra Accord, paras. 107 and 164-168)	(a) (i) Increased number of specific actions taken by developing countries to cut transport and transaction costs, improve effective transit systems, transport efficiency and connectivity, establish a supportive legal framework and promote efficient trade facilitation measures (ii) Increased number of countries using the Automated System for Customs Data (ASYCUDA) and reporting on consequent improvements in the management of their customs administration (iii) Number and percentage of developing countries that have benefited from UNCTAD assistance recording improved performance on benchmark indicators, with the recognition that many factors have an impact on this indicator
(b) Improved awareness and adoption of national and international policies in the area of science, technology and innovation, as well as information and communications technologies, notably to respond to technological changes, implement effective domestic innovation policy, support transfer and diffusion of technology, and strengthen North-South and South-South cooperation in harnessing knowledge and technology for development, including through capacity-building, as agreed in the outcomes of major United Nations conferences and summits (Accra Accord, paras. 153 and 158-161)	(b) (i) Increased number of specific actions or policy measures taken by developing countries to implement programmes to enhance the contribution to development of science, technology and innovation, and information and communications technology, as a result of policy advice and assistance by UNCTAD, including in the context of policy reviews (ii) Increased number of cooperation initiatives at the subregional, regional and international levels in the area of science and technology and information and communications technology

(c) Enhanced support to the Economic and Social Council Commission on Science and Technology for Development to fulfil its mandates, including the follow-up to the outcomes of the World Summit on the Information Society (Accra Accord, paras. 159 and 161)	(c) High-level participation in sessions of the Commission on Science and Technology for Development and adoption of national and international measures on science and technology arising from Economic and Social Council resolutions
(d) Enhanced knowledge and capacities in developing countries in the areas of trade and investment and interrelated issues, through cross-divisional capacity-building programmes providing research, teaching and training to local institutions in developing countries (Accra Accord, para. 162)	(d) Increased number of specific actions taken by developing countries to strengthen capacities of human resources and local institutions in the areas of trade and investment, and interrelated issues, as a result of UNCTAD assistance
(e) Capacity-building in e-tourism (Accra Accord, para. 163)	(e) Number of countries that have benefited from UNCTAD assistance on e-tourism reporting improvement in the management and promotion of the tourism sector

Strategy

10.15 The subprogramme is under the responsibility of the Division on Technology and Logistics. To achieve the objective, the Division will aim to promote access and build capacity to develop and use technology and knowledge, and to promote the strengthening of supply capacities through access to and adoption of efficient trade logistics services. In particular, it will focus on (a) the strengthening of transport efficiency, trade facilitation and customs and legal frameworks, as well as emerging global concerns, such as environment and supply-chain security and coherent transit systems benefiting landlocked and transit developing countries, (b) implementation of science, technology and innovation, and information and communications technology programmes and policy reviews, (c) economic applications of information and communications technologies, and (d) development of capacities in the fields of trade, investment, tourism and other interrelated areas through human resources development, training and networking. It will pursue the objective by (a) carrying out timely and forward-looking research and analysis, (b) formulating policy recommendations for appropriate development strategies at the national, regional and international levels, (c) fostering dialogue for consensus-building, (d) providing technical assistance upon request, including through policy reviews, and (e) building capacities in the fields of trade, investment, e-tourism and trade logistics and ASYCUDA. The reports and documents prepared under the subprogramme will be widely used in connection with the provision of advisory services, training and workshops at the national, regional and international levels. Where appropriate, they will draw upon the knowledge gained through the implementation of a wide range of technical cooperation activities, in particular through national policy reviews (notably in the areas of science, technology and innovation, and information and communications technology).

Subprogramme 5
Africa, least developed countries and special programmes

Objective of the Organization: To promote economic development and poverty reduction in Africa, the least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies), and their progressive and beneficial integration into the global economy, in particular through national policies and international support measures which build productive capacities, including by assisting them in integrating trade into the United Nations Development Assistance Frameworks. UNCTAD will also contribute, within its mandate, to the implementation and follow-up to the outcomes of relevant global conferences and to the achievement of internationally agreed development goals, including those contained in the Programme of Action for the Least Developed Countries for the Decade 2001-2010. In order to identify policy options at the national and international levels on the use of trade as a more effective tool for poverty eradication, UNCTAD will undertake research activities on the interlinkages between trade and poverty and training and capacity-building programmes for local institutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased range of national and international policy choices to promote African development in the areas of expertise of UNCTAD (Accra Accord, paras. 10, 41 and 195)	(a) (i) Number and percentage of member States that have endorsed policy recommendations put forward by UNCTAD, as demonstrated by statements at various UNCTAD intergovernmental meetings (ii) Increased number of policymakers reporting that they have adopted policy recommendations and utilized methodology provided by UNCTAD in the area of African development
(b) Increased analytical understanding and consensus in the global economy of the development problems of the least developed countries (Accra Accord, paras. 10, 39 (c) and (d), 41, 90 (i), 147 and 184 (b) and (g))	(b) (i) Number and percentage of member States that have endorsed policy recommendations put forward by UNCTAD, as demonstrated by statements at various UNCTAD intergovernmental meetings (ii) Increased number of policymakers reporting that they have adopted policy recommendations and utilized methodology provided by UNCTAD in the area of least developed country development

(c) Better integration of trade policies and priorities in the national development plans through, inter alia, the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries (Accra Accord, paras. 90 (i), 212 (d) and 214)	(c) Number of least developed countries that have made progress in mainstreaming trade policies and priorities in their national development plans, and have implemented the action matrices of the Enhanced Integrated Framework, with the recognition that many factors have an impact on this indicator
(d) Greater resilience, through action to reduce handicaps and enhance the diversification of structurally weak, vulnerable and small economies, in particular small island developing States, within the framework of the 2005 Mauritius Strategy (Accra Accord, paras. 10, 36 (d), 90 and 212 (h))	(d) Number of countries (small island developing States and other structurally weak, vulnerable and small economies) in which or for which measures aimed at achieving greater resilience have been taken by policymakers and/or development partners, in part or entirely as a result of UNCTAD actions
(e) Improvement in the effective participation of landlocked developing countries in the global trading system and foreign direct investment flows owing to analytical work, advisory services and technical cooperation undertaken within the framework of the Almaty Programme of Action (Accra Accord, paras. 10, 36 (d), 41, 107, 146, 165 and 212 (g))	(e) Number of landlocked developing countries that have achieved some progress in their trade patterns as well as in attracting foreign direct investment flows, in part or entirely as a result of UNCTAD actions

Strategy

10.16 The subprogramme is under the responsibility of the Division for Africa, Least Developed Countries and Special Programmes. To achieve the objective of the subprogramme, the Division will focus, within the mandate of UNCTAD, on identifying and understanding the economic development problems specific to the countries concerned through policy analysis and research, including research on the interlinkages between trade and poverty, and will play an advocacy role in promoting consensus within the international development community on the policy measures that best address such development problems. It will also examine new and long-standing issues which can foster a better understanding of the feasible ways and means of ensuring that the positive impact of globalization and trade on development is maximized, from the perspective of the African continent, of the least developed countries, small island developing States, landlocked developing countries and other structurally weak, vulnerable and small economies. This will involve the identification of new issues and approaches as well as greater interaction with research institutes in the countries concerned, as well as with development partners. The research output will be linked closely to the provision of advisory services, training, workshops and lectures, with a view to improving human and institutional capabilities. It will also seek to sensitize development partners to the specific needs of these countries and ways to meet them. The Division will continue to support relevant countries in their efforts to take maximum advantage of their respective United Nations status and, by doing so, to avoid increased marginalization from the global economy and reduce poverty. This will involve support aimed at enhancing productive capacities and building resilience to adverse

external influences. In addition, the subprogramme will contribute, in particular, to the implementation of the Programme of Action for the least developed countries and to the build-up to the Fourth United Nations Conference on the Least Developed Countries. It will also proactively identify, elaborate and build consensus around more effective international support measures that reflect the special trade and development problems of the least developed countries and the emerging changes in the global economy for adoption at that conference. Similar efforts will be made in support of Africa and countries in special situations, including the provision of services in support of the New Partnership for Africa's Development and various intergovernmental and inter-agency initiatives with regard to Africa. UNCTAD technical cooperation activities will be coordinated, taking into account the specific needs of those countries, through participation in the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries and the aid-for-trade initiative. In addition, the subprogramme will contribute to the implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010, the Almaty Programme of Action: Addressing the Special Néeds of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries, the outcomes of the midterm review of the Almaty Programme of Action in 2008, and the Barbados Programme of Action for the Sustainable Development of Small Island Developing States, including the outcome of its review at the international meeting held in Mauritius. In order to ensure coherence and consistency, the subprogramme will coordinate and cooperate with other subprogrammes on the sectoral work relating to the groups of countries concerned.

Subprogramme 6
Operational aspects of trade promotion and export development

Objective of the Organization: To foster sustainable human development and contribute to achieving the Millennium Development Goals in the developing and transition economies through trade and international business development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened integration of the business sector into the global economy through enhanced support to policymakers	(a) (i) Increased number of export development strategies developed and implemented, including the number of cases in which trade is integrated into national development strategies as a result of ITC support in enabling decision makers to develop effective trade development programmes and policies
	(ii) Increased number of country networks having generated multilateral trading system-related activities through the support of ITC in enabling decision makers to understand business needs and create an environment conducive to business

	(iii) Increased number of cases in which country negotiating positions have been enriched through analytical input and business sector participation, with the support of ITC, in enabling decision makers to integrate business dimensions into trade negotiations
(b) Increased capacity of trade support institutions to support businesses	(b) (i) Increased number of trade support institutions having improved their ranking on the ITC benchmarking scheme for trade support institutions through Centre support
	(ii) Increased number of policy proposals presented by technical support institutions to the competent authorities involving ITC support
(c) Strengthened international competitiveness of enterprises through ITC training and support	(c) (i) Increased number of enterprises enabled to formulate sound international business strategies through ITC training on export management issues, delivered directly or indirectly
	(ii) Increased number of enterprises enabled to become export-ready through ITC training activities focusing on export-readiness, delivered directly or indirectly
	(iii) Increased number of enterprises having met potential buyers and, as a result, having transacted business through ITC support

Strategy

10.17 ITC bears substantive responsibility for the implementation of the subprogramme. The strategic thrust of the subprogramme is in line with the mandate accorded to it by the Economic and Social Council in its resolution 1819 (LV), by which the Council recognizes the Centre as the focal point for technical assistance and cooperation activities in the export promotion field within the United Nations system of assistance to developing countries. The subprogramme will focus on the implementation of international development goals, including those contained in the Millennium Declaration, and to the follow-up to the 2005 World Summit Outcome. It will also contribute to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010, the Monterrey Consensus, the Johannesburg Declaration on Sustainable Development and the Declaration of Principles and the Plan of Action of the Tunis World Summit on the Information Society. The subprogramme will play an important role in furthering the

implementation of the World Trade Organization Doha and Hong Kong (China) ministerial declarations, in particular by involving the business community in trade negotiations and explaining to it the implications of the multilateral trading system for the business sector.

10.18 The strategic objective of the subprogramme is to assist developing countries and countries with economies in transition to enhance their international competitiveness, increase exports and improve import operations with a corresponding impact on employment and poverty reduction. In pursuing its objective, the subprogramme will build on results achieved and lessons learned in the biennium 2008-2009. In its continued efforts to address the Millennium Development Goals, the subprogramme will scale up its innovative approaches to link poor producers to global value chains and international markets to ensure the sustainability of poverty reduction initiatives. The focus will be on work with small and medium-sized enterprises in sectors with possibilities for strong backward linkages with the informal sector. Priority will be given to the development of innovative forms of cooperation and alliances with new partners to address sustainable trade development for the Millennium Development Goals, including the corporate sector, academia, non-governmental organizations and other development actors, through, in particular, enhanced partnerships in the areas of poverty reduction and gender equality. The subprogramme will continue to involve its country programme partners in monitoring progress towards the Millennium Development Goals, targets and indicators, and in measuring results and the contribution of ITC to the achievement of the goals.

10.19 To achieve the expected accomplishments, ITC will pursue its mission by enabling small business export success in developing countries by providing, with partners, sustainable and inclusive trade development solutions to the private sector, trade support institutions and policymakers. The Centre will focus its activities on the following five main strategies: (a) export strategy, to further enable decision makers to set priorities and to design and implement coherent export development plans that reflect the dynamic requirements of the market; (b) business in trade policy, to reinforce the Centre's efforts to enable policymakers to integrate the business dimension into trade policies, as well as regional and multilateral negotiations, resulting in capacities created to design and implement trade policies that reflect business needs; (c) the strengthening of trade support institutions, to enable trade support institutions to deliver enhanced services to small and medium-sized enterprises and Governments, resulting in greater export impact of such enterprises and the ability of trade support institutions to provide sustainable trade capacity-building; (d) trade intelligence, to continue building the capacity of clients in the production of trade information and customized trade analysis, using Centre products and tools, enabling policymakers, trade support institutions and small and medium-sized enterprises to make more informed decisions, and trade support institutions to produce and disseminate trade intelligence services effectively; and (e) exporter competitiveness, to enable existing and potential exporting small and medium-sized enterprises to strengthen their export performance and increase their market share, resulting in enterprises understanding market constraints and able to design products and implement successful international marketing approaches.

10.20 Additional partnerships and key strategic alliances will continue to be sought so as to complement the Centre's fields of expertise and allow for increased delivery in sectors and regions where demand has surpassed the Centre's ability to deliver. In

order to achieve greater impact, the Centre will continue to develop larger integrated programmes with a critical mass, based on countries' needs. Partnerships, which are critical to success, will be strengthened with existing and new donors and with such other international organizations as UNCTAD and WTO, with which the Centre is organically linked, as well as the United Nations Industrial Development Organization, the World Bank, the regional development banks, the African Union, the United Nations regional commissions and the United Nations country programmes.

Legislative mandates

General Assembly resolutions

2297 (XXII)	International Trade Centre
55/2	United Nations Millennium Declaration
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/210	International Conference on Financing for Development
57/253	World Summit on Sustainable Development
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
59/209	Smooth transition strategy for countries graduating from the list of least developed countries
60/1	2005 World Summit Outcome
60/185	Unilateral economic measures as a means of political and economic coercion against developing countries
60/209	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
60/252	World Summit on the Information Society
61/208	International migration and development
62/137	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
62/161	The right to development
62/179	New Partnership for Africa's Development: progress in implementation and international support
62/182	Information and communication technologies for development
62/184	International trade and development
62/185	International financial system and development

62/186	External debt and development: towards a durable solution to the debt problems of developing countries
62/187	Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
62/189	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
62/191	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/199	Globalization and interdependence
62/201	Science and technology for development
62/203	Third United Nations Conference on the Least Developed Countries
62/204	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
62/209	South-South cooperation

Economic and Social Council resolutions

1819 (LV)	United Nations export promotion programmes

Trade and Development Board resolutions

TD/386	Plan of Action, adopted by the United Nations Conference on Trade and Development at its tenth session, on 19 February 2000
TD/387	Bangkok Declaration: Global Dialogue and Dynamic Engagement, adopted by the United Nations Conference on Trade and Development at its tenth session, on 19 February 2000
TD/412	Part I: UNCTAD XI — The Spirit of São Paulo
	Part II: The São Paulo Consensus
TD/B(S-XXIII)/7 (Vol. I), chap. I	Agreed outcome of the midterm review
TD/L.413	The Accra Declaration
TD/L.414	Draft Accra Accord

World Trade Organization resolutions (subprogramme 6)

WT/MIN (01)/DEC/1	Ministerial Declaration
WT/MIN/05/DEC	Doha Work Programme: Ministerial Declaration